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ABSTRACT

Comparison was made of the job attitudes of assistant coaches employed in predominantly white and black universities to determine the following job-related factors: (1) professional recognition; (2) personal initiative; (3) personal satisfaction; (4) job security; (5) salary; and (6) racial balance. Responses to a questionnaire were received from 201 white male coaches and 48 black male coaches employed in 95 public universities. Findings revealed that one of the main differences in job-related factors between black and white coaches was the emergence of racial balance of coaches and athletes on the coaching staff. Tables display statistical data. (JD)

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COMPARISON OF INTRINSIC AND EXTRINSIC JOB RELATED FACTORS AMONG ASSISTANT COACHES EMPLOYED IN PREDOMINANTLY WHITE AND BLACK UNIVERSITIES

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ABSTRACT

COMPARISON OF INTRINSIC AND EXTRINSIC JOB RELATED FACTORS AMONG ASSISTANT COACHES EMPLOYED IN PREDOMINANTLY WHITE AND BLACK UNIVERSITIES.

THE PURPOSE OF THIS STUDY WAS TO COMPARE INTRINSIC AND EXTRINSIC JOB RELATED FACTORS AMONG ASSISTANT COACHES EMPLOYED IN PREDOMINANTLY WHITE AND BLACK UNIVERSITIES. THE FOLLOWING HYPOTHESES RELEVANT TO VARIABLES ON JOB SATISFACTION WERE TESTED AT THE .05 LEVEL OF CONFIDENCE, UTILIZING A TWO-WAY ANALYSIS OF VARIANCE:

1. THERE WILL BE NO SIGNIFICANT DIFFERENCE IN THE PERSONAL INITIATIVE JOB RELATED FACTOR AMONG ASSISTANT COACHES EMPLOYED AT PREDOMINANTLY WHITE AND BLACK UNIVERSITIES.
2. THERE WILL BE NO SIGNIFICANT DIFFERENCE IN THE RECOGNITION JOB RELATED FACTOR AMONG ASSISTANT COACHES EMPLOYED AT PREDOMINANTLY WHITE AND BLACK UNIVERSITIES.
3. THERE WILL BE NO SIGNIFICANT DIFFERENCE IN THE PERSONAL SATISFACTION JOB RELATED FACTOR AMONG ASSISTANT COACHES EMPLOYED AT PREDOMINANTLY WHITE AND BLACK UNIVERSITIES.
4. THERE WILL BE NO SIGNIFICANT DIFFERENCE IN THE JOB SECURITY FACTOR AMONG ASSISTANT COACHES EMPLOYED AT PREDOMINANTLY WHITE AND BLACK UNIVERSITIES.
5. THERE WILL BE NO SIGNIFICANT DIFFERENCE IN THE SALARY JOB RELATED FACTOR AMONG ASSISTANT COACHES EMPLOYED IN PREDOMINANTLY WHITE AND BLACK UNIVERSITIES.

6. THERE WILL BE SIGNIFICANT DIFFERENCE IN THE JOB RELATED FACTOR OF RACIAL BALANCE OF COACHES AND ATHLETES AMONG ASSISTANT COACHES EMPLOYED AT PREDOMINANTLY WHITE AND BLACK UNIVERSITIES.

THE POPULATION FOR THE STUDY CONSISTED OF 95 PUBLIC INSTITUTIONS IN THE SOUTHEAST REGION OF THE UNITED STATES. RESPONSES WERE RECEIVED FROM 201 WHITE MALE ASSISTANT COACHES AND 48 BLACK MALE ASSISTANT COACHES. A QUESTIONNAIRE WAS DEVELOPED FOLLOWING THE SUMMATIVE MODEL WITH A 1-5 LIKERT SCALE. THE RESULTS PROVIDED SIX SUB-SCORES. DESCRIPTIVE STATISTICS AND THE ANOVA WERE USED FOR THE ANALYSIS OF THE DATA. THE OBSERVED DATA YIELDED NO CONSISTENT SIGNIFICANT DIFFERENCES AMONG THE ASSISTANT COACHES ON ANY OF THE INTRINSIC JOB RELATED FACTORS. THE SINGLE EXTRINSIC JOB RELATED FACTOR ON WHICH A DIFFERENCE DID OCCURRED AMONG THE ASSISTANT COACHES WAS THAT OF RACIAL BALANCE OF COACHES AND ATHLETES.

RESULTS AND DISCUSSIONS

THE PURPOSE OF THIS STUDY WAS TO COMPARE INTRINSIC AND EXTRINSIC JOB RELATED FACTORS AMONG ASSISTANT COACHES EMPLOYED IN PREDOMINANTLY WHITE AND BLACK UNIVERSITIES. SEVERAL HYPOTHESES WERE TESTED BY MEANS OF A TWO-WAY ANOVA. AN F-VALUE AT THE .05 LEVEL OF CONFIDENCE WAS TAKEN AS THE CRITICAL POINT IN THE ANALYSIS.

AN EXAMINATION OF THE DATA REPORTED IN TABLE 1 REVEALS THAT THE F-VALUE FOR PERSONAL INITIATIVE AND THE EFFECTS OF RACE AND COACHES WERE STATISTICALLY INSIGNIFICANT AT .05 LEVEL. COACHES WORKING AT PREDOMINANTLY BLACK INSTITUTIONS HAD ACHIEVED A MEAN SCORE OF 15.63 ON THE PERSONAL INITIATIVE INTRINSIC JOB FACTOR, WHILE COACHES AT PREDOMINANTLY WHITE INSTITUTIONS HAD A MEAN SCORE OF 16.05 ON THIS JOB RELATED FACTOR (TABLE 2). THIS, OF COURSE, INDICATES THAT COACHES AT PREDOMINANTLY WHITE UNIVERSITIES HAD A HIGHER SCORE ON THIS JOB RELATED; HOWEVER, A STATISTICALLY SIGNIFICANT DIFFERENCE DID NOT EXIST AMONG THE COACHES AND THE RACES OF THE COACHES.

TABLE 1

MEANS AND STANDARD DEVIATIONS OF THE COACHES ON THE PERSONAL INITIATIVE JOB FACTOR AS A FUNCTION OF RACE

RACE	N	MEAN	SD
BLACK	48	15.63	2.39
WHITE	201	16.05	2.24
TOTAL	249		

TABLE 2

SUMMARY OF THE ANALYSIS OF VARIANCE FOR PERSONAL INITIATIVE JOB RELATED FACTOR

SOURCE	DF	SS	MS	F
MAIN EFFECTS				
RACE	1	.30	.30	.06*
COACHES	1	3.99	3.99	.77*
INTERACTION				
RACE x COACHES	1	2.33	2.34	.45*
ERROR	246	1274.12	5.18	
TOTAL	249	1287.74		

*NOT SIGNIFICANT AT THE .05 LEVEL OF CONFIDENCE

SUMMARY OF METHOD

Purpose of the Study

The purpose of this study was to compare intrinsic and extrinsic job related factors among assistant coaches employed at white and black universities.

For the purpose of the study, traditional work motivation theories, including those in the expectancy framework were reviewed. Operationally, intrinsic job related factors were defined as behaviors that can occur for which there are no apparent "outside or extrinsic rewards." Extrinsic job related factors were those behaviors associated with rewards being the controlling aspects.

Population

The population of this study consisted of 95 public universities in the southeast region of the United States. Responses were received from 201 white male assistant coaches and 48 black male assistant coaches. A questionnaire, which included a personal data sheet and 50 questions related to the coach's job; was used to collect data. The questionnaire was developed following the summative model with a 1-5 Likert scale. The results provided six sub-scores on intrinsic and extrinsic job related factors. The intrinsic job related factors selected were personal initiative; job recognition, and personal satisfaction. The extrinsic job related factors were job security, salary, and racial balance of coaches and athletes. The instrument was evaluated for content validity by a panel of experts.

Data Analysis

The data were recorded and analyzed by utilizing a two-way analysis of variance technique. The results provided the six sub-scores. Descriptive statistics were also used to analyze the data.

AN INSPECTION OF THE DATA REPORTED IN TABLES 3 AND 4 REVEALS THAT THE COACHES WORKING IN PREDOMINANTLY WHITE INSTITUTIONS ACHIEVED A MEAN SCORE OF 12.91 ON THE RECOGNITION JOB RELATED FACTOR, WHILE COACHES EMPLOYED IN PREDOMINANTLY BLACK INSTITUTIONS HAD A MEAN SCORE OF 12.19. THIS ANALYSIS ALSO REVEALED NO SIGNIFICANT DIFFERENCE AMONG THE COACHES AND THE RACE OF THE COACHES ON THIS RECOGNITION FOR JOB RELATED FACTOR.

TABLE 3

COACHES MEANS AND STANDARD DEVIATIONS FOR
RECOGNITION JOB RELATED FACTOR AS A FUNCTION OF RACE

RACE	N	MEANS	SD
BLACK	48	12.19	3.19
WHITE	201	12.91	3.35
TOTAL	249		

TABLE 4

SUMMARY OF THE ANALYSIS OF
VARIANCE FOR RECOGNITION JOB RELATED FACTOR

SOURCE	DF	SS	MS	F
MAIN EFFECTS				
RACE	1	.06	.06	.01*
COACHES	1	26.23	26.23	2.39*
INTERACTION				
RACE x COACHES	1	12.14	12.14	1.11*
ERROR	246	2687.35	10.97	
TOTAL	249	2756.00		

*NOT SIGNIFICANT AT THE .05 LEVEL OF CONFIDENCE

DATA ANALYSIS RELATIVE TO PERSONAL JOB SATISFACTION OF THE COACHES WERE PLACED IN TABLES 5 AND 6. AN EXAMINATION OF THE DATA IN TABLE 5 INDICATED THAT COACHES EMPLOYED AT PREDOMINANTLY BLACK INSTITUTIONS HAD ACHIEVED A MEAN SCORE OF 14.96, WHILE COACHES EMPLOYED AT PREDOMINANTLY WHITE INSTITUTIONS HAD A MEAN SCORE OF 15.69. FURTHER EXAMINATION OF THE DATA CONCERNING THE PERSONAL JOB SATISFACTION OF THE COACHES INDICATED NO SIGNIFICANT DIFFERENCE FOR THE EFFECTS OF RACE FOR COACHES EMPLOYED AT PREDOMINANTLY WHITE AND BLACK INSTITUTIONS.

TABLE 5

MEANS AND STANDARD DEVIATIONS OF THE COACHES FOR PERSONAL SATISFACTION ON THE JOB AS A FUNCTION OF RACE

RACE	N	MEAN	SD
BLACK	48	14.96	2.49
WHITE	201	15.69	1.76
TOTAL	249		

TABLE 6

SUMMARY OF THE ANALYSIS OF VARIANCE FOR PERSONAL SATISFACTION JOB RELATED FACTOR

SOURCE	DF	SS	MS	F
MAIN EFFECTS				
RACE	1	11.50	11.50	3.10*
COACHES	1	.02	.02	.00*
INTERACTION				
RACE x COACHES	1	.98	.98	.27*
ERROR	246	912.27	3.71	
TOTAL				

*NOT SIGNIFICANT AT THE .05 LEVEL OF CONFIDENCE

An examination of Tables 7 and 8 on job security reveals that coaches employed at black institutions had a mean score of 15.04, while coaches employed at predominantly white institutions achieved a mean score of 14.21. A further analysis of job security of the coaches revealed no significant difference among coaches and their race (Table 8).

TABLE 7

MEANS AND STANDARD DEVIATIONS OF COACHES ON THE JOB SECURITY FACTOR AS A FUNCTION OF RACE

RACE	N	MEAN	SD
BLACK	48	15.04	2.01
WHITE	201	14.21	1.50
TOTAL	249		

TABLE 8

SUMMARY OF THE ANALYSIS FOR SECURITY JOB RELATED FACTOR

SOURCE	DF	SS	MS	F
MAIN EFFECTS				
RACE	1	8.44	8.44	1.44*
COACHES	1	1.54	1.54	.26*
INTERACTION				
RACE x COACHES	1	7.31	7.31	1.25*
ERROR	246	1438.92	5.85	
TOTAL	249	1474.40		

*NOT SIGNIFICANT AT THE .05 LEVEL OF CONFIDENCE

AN INSPECTION OF THE DATA REPORTED IN TABLE 9 REVEALS THAT COACHES EMPLOYED AT PREDOMINANTLY WHITE INSTITUTIONS HAD A MEAN SCORE OF 12.54, WHILE COACHES AT PREDOMINANTLY BLACK INSTITUTIONS ACHIEVED A MEAN SCORE OF 10.73 RELATED TO THE EXTRINSIC JOB FACTOR OF PAY/SALARY. A FURTHER ANALYSIS OF THIS FACTOR REVEALED NO SIGNIFICANT EFFECTS AMONG COACHES AND THE RACE OF COACHES (TABLE 10).

TABLE 9

MEANS AND STANDARD DEVIATIONS OF COACHES ON THE FOR JOB SALARY FACTOR AS A FUNCTION OF RACE

RACE	N	MEAN	SD
BLACK	48	10.73	3.93
WHITE	201	12.54	3.79
TOTAL	249		

TABLE 10

SUMMARY OF THE ANALYSIS OF VARIANCE FOR SALARY JOB-RELATED FACTOR

SOURCE	DF	SS	MS	F
MAIN EFFECTS				
RACE	1	40.67	40.67	2.77*
COACHES	1	7.09	7.09	.48*
INTERACTION				
RACE x COACHES	1	.52	.52	.04*
ERROR	246	3610.06	14.68	
TOTAL	249	3744.78		

*NOT SIGNIFICANT AT THE .05 LEVEL OF CONFIDENCE

An examination of the data reported in Tables 11 and 12 revealed that the mean scores of 13.56 and 15.54 were achieved by the coaches at predominantly black and white institutions, respectively. A further examination of Table 12 indicated that a significant difference for the main effects of the coaches was found among coaches on the racial make-up for the coaching staff and athletes. A F-Value of 19.46 was observed in this analysis (Table 12). The F-Value was significant beyond the .01 level, thereby rejecting the null hypothesis for this factor.

TABLE 11

MEANS AND STANDARD DEVIATIONS OF THE COACHES ON THE RACIAL BALANCE OF COACHES AND ATHLETES FACTOR AS A FUNCTION OF RACE

RACE	N	MEAN	SD
BLACK	48	13.56	2.63
WHITE	201	15.54	2.35
TOTAL	249		

TABLE 12

SUMMARY OF ANALYSIS VARIANCE FOR RACIAL BALANCE OF COACHES AND ATHLETES JOB-RELATED FACTOR

SOURCE	DF	SS	MS	F
MAIN EFFECTS				
RACE	1	3.65	3.65	.68*
COACHES	1	104.85	104.85	19.46*
INTERACTION				
RACE X COACHES	1	1.94	1.94	3.60*
ERROR	246	1325.28	5.38	
TOTAL	249	1588.92		

*NOT SIGNIFICANT AT THE .05 LEVEL OF CONFIDENCE

DISCUSSION

ONE OF THE MAIN DIFFERENCES IN JOB RELATED FACTORS BETWEEN BLACK ASSISTANT COACHES AND WHITE ASSISTANT COACHES WAS THE EMERGENCE OF RACIAL BALANCE OF COACHES AND ATHLETES ON THE COACHING STAFF. AN IMPORTANT IMPLICATION OF THIS RESULT IS THAT WHITE ASSISTANT COACHES PERCEIVE THAT THEY WOULD RATHER WORK WITH COACHES AND ATHLETES OF THEIR OWN RACE. HOWEVER, THE RESULTS OF THIS STUDY SUGGESTED THAT WHITE MALE ASSISTANT COACHES AND BLACK MALE ASSISTANT COACHES DO NOT DIFFER SIGNIFICANTLY IN THEIR JOB MOTIVATION.

IN GENERAL, THE LITERATURE DEALING WITH WORK DESIGN STUDIES INDICATED THAT BLACK WORKERS FOCUS ON TANGIBLE, IMMEDIATE SECURITY OF INCOME AND WERE LESS MINDFUL OF THE INTRINSIC SATISFACTION IN THEIR JOB (WEAVER, 1975).

HOWEVER, THIS STUDY DEMONSTRATED THAT THERE ARE NO DIFFERENCES IN JOB MOTIVATION BETWEEN WHITE AND BLACK ASSISTANT COACHES. ALTHOUGH MANY BLACK ASSISTANT COACHES ARE EMPLOYED AS TEACHERS AND IN LOW-LEVELS OF THE COACHING HIERARCHY, THE MAGNITUDE OF THESE DIFFERENCES WERE NOT SIGNIFICANT DIFFERENT IN THE ANALYSIS OF THE JOB RELATED FACTORS.

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